



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX
FORT KNOX, KENTUCKY 40121-5000

REPLY TO
ATTENTION OF:

ATZK-PTO (350)

11 January 2000

MEMORANDUM FOR

Commanders, All Units Reporting Directly to This Headquarters
Commanders, Fort Knox Partners in Excellence
Directors and Chiefs, Staff Offices/Departments, This Headquarters

SUBJECT: Annual Command Training Guidance (ACTG), Fiscal Year 2000

1. References:

- a. AR 1-201, 17 May 93, Army Inspection Policy.
- b. FM 25-100, 15 Nov 88, Training the Force.
- c. FM 25-101, 30 Sep 90, Battle Focused Training.
- d. FM 100-14, 23 Apr 98, Risk Management.
- e. TRADOC Regulation 350-6, 30 Nov 98, Initial Entry Training (IET) Policies and Administration.
- f. TRADOC Training Note 99-1, Apr 99, subject: Transforming Citizens to Soldiers.
- g. Fort Knox Reg 385-22 (DRAFT), Range Regulation.
- h. Fort Knox Reg 350-1 (TBP), USAARMC Training Directive.
- i. Fort Knox Cir 220-99-1, 19 Aug 99, Dragoons Band Support and Training.

2. Purpose: To provide my training philosophy and guidance to assist soldiers and units at Fort Knox to focus on excellence in their training for fiscal year 2000.

3. Mission: Our mission is fourfold: to prepare the Armor Force for war, to provide battle focused training to all soldiers, to serve as the architect of the future Armor Force and to integrate the entire mounted force team, and to provide for an installation of excellence.

4. Training Vision:

a. Fort Knox's vision clearly states we will be the best in what we do: first in training, first in readiness, and first in quality of life. This document provides the guidance commanders need to develop training programs that ensure we meet that vision.

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b. Training Soldiers and units is what we are about. Our training vision is to provide the best individual and collective training to all armor/cavalry soldiers and Basic Training soldiers. This ensures the readiness of our Army. We must provide that same high-quality training to U.S. Army Forces Command (FORSCOM) and Reserve Component (RC) units stationed or training at Fort Knox. This ensures the readiness of our units. We must provide the best training to our installation staff, support, and training units to ensure we maintain the world's finest training installation and force projection platform. We must provide the requisite doctrine and training products and provide the latest technology for armor units to use in their own training programs.

5. Goals:

a. Armor/Cavalry Training: Provide the Army the best trained soldiers, leaders, and training by focusing all our assets at the Home of Armor and Cavalry.

b. Initial Entry Training (IET): Key to combat readiness is maintaining focus and training programs that challenge new soldiers. Train to standard not to time.

c. Armor Doctrine: Provide soldiers, leaders, and Armor units the best, clearest, and most timely warfighting doctrine to achieve decisive victory.

d. Mounted Urban Combat Training (MUCT) Site. During this FY we will showcase the MUCT site as the "state of the art" training site that it is. The MUCT site will allow CONUS based forces to train for multiple contingencies. We will develop the strategy to correct this training deficiency and provide all users a rigorous, realistic, and comprehensive training environment.

e. Armor Advanced Mounted Warfare: Lead the Army in the design and development of close fighting and soldier systems for Army XXI and Army after next.

f. Force Projection: Deploy and support individuals, units, and contingency forces on time, every time. Maintain the Fort Knox Force Protection Plan and ensure all personnel are Level 1 trained.

g. Quality of Life: Provide soldiers, civilians, families, and retirees a quality of life second to none.

h. Workforce: Recruit, train, and retain a world-class, customer-focused workforce.

i. Military Values: Acknowledge strong personal and military values. Treat people with dignity and respect.

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j. **Recruiting and Retention:** Every commander and senior leader will get involved with recruiting and retention. It is every leader's responsibility to ensure our quality soldiers re-enlist. I will monitor your progress during each Quarterly Training Brief (QTB).

k. **Sergeant's Training Time (STT):** I want to implement STT. Each unit will establish its own program utilizing the keys to success (Appendix I.) Reference my policy memorandum for implementation and Fort Knox Regulation 350-1 (TBP). I want STT implemented NLT the week of 24 Jan 00.

6. Training Philosophy:

a. FM 25-101, Battle Focused Training, tells us "the key to combat readiness is maintaining battle focus and training programs that sustain unit performance within a band of excellence." The U.S. Army Armor School training methodology abides by this philosophy and sets the standard for all training in the Army. More than ever before, dwindling resources and increased operational tempo require that we carefully manage the band of excellence. We must establish an annual training plan that keeps units within the band by repeating critical events no more than necessary. We must train to established standards. I expect commanders to assess their training status on their Mission Essential Task List (METL) by using definitive standards that describe the boundaries of their band of excellence.

b. Initial entry training and leader development are our highest priorities within institutional training environment. Our priorities in readiness are the plans, infrastructure, and training necessary to maintain our projection platform.

c. The mission of the 1ATB is to transform citizens to soldiers. It is important that all 1ATB cadre are dedicated to this mission. The TRADOC Training Note 99-1 outlines this process. I expect your full effort ensuring this transformation.

d. **Physical Fitness:** All soldiers must successfully meet the physical demands of combat and all other operations. For soldiers, a strong, healthy body is the cornerstone of these operations and it is crucial to their survival. Physical fitness is paramount as a force multiplier, and I expect each unit and course to conduct a vigorous training program that emphasizes Battle Focused Physical Training (BFPT).

- **Battle Focused Physical Training.** A BFPT program is engineered around an analysis of the unit's mission, METL, and mission training plan.

- **Perform challenging sessions of activity at least 3 days per week for 60 to 90 minutes for each session.** Normal physical training (PT) hours are 0630-0730, Monday through Friday. Work call on PT days is 0900. No PT formations are permitted before 0600 with the exception of 1ATB as noted below.

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- Due to training requirements, the 1st Armor Training Brigade (1ATB) may conduct PT from 0500-0730, Monday through Saturday. Work call is determined by the mission.
 - Foot marches with load, terrain runs, litter or equipment carries, circuit training, total body muscular strength and endurance training, and body armor relays or runs are a few examples of various training activities that should be in a unit's BFPT. I encourage using the obstacle and confidence courses, with priority to school programs of instruction (POIs), USAARMC, and tenant units.
 - Uniform. All soldiers participating in physical training as a unit or individual during the time periods will wear the Army gray PT uniform with white, athletic socks. Reflective gear is mandatory during periods of reduced visibility.
 - Soldiers desiring to wear gray or black colored spandex shorts (above the knee length) under their PT shorts may do so providing spandex does not have a distinctive logo. This is an individual decision and not a requirement.
 - During cold weather conditions, the black knit cap and black leather gloves with green inserts may supplement the cold weather uniform. The decision to wear the black cap/leather gloves/green inserts rests with the unit commander.
 - Hats, sweatbands, or other headgear other than the black cap are not authorized for wear.
 - Standards. All soldiers in U.S. Army Training and Doctrine Command (TRADOC) units and courses will be evaluated by the new Army Physical Fitness Test standards which were effective 1 Feb 99.
- e. Attrition. We are here to produce well-trained soldiers, not to leave soldiers out of training. The goal is to achieve a high graduation rate ensuring soldiers meet standards, while decreasing attrition rates through close supervision of training and early detection of specific problem areas. Well-understood and attainable standards are the key to success. Soldiers must have the opportunity and encouragement to succeed.
- f. Quality of Life: Appendix C.
- g. Safety (The Army Safety Program, AR 385-10):
- (1) Focus. Safety is everyone's responsibility. Leaders will be familiar with AR 385-10 as they develop their risk analysis. It is extremely important that hazards are

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identified and assessed in terms of hazard severity and hazard probability. Then every leader will assign the training task a risk assessment code. All leaders are responsible for safe training; identify risks using METT-T factors, assess possible loss, implement controls, and supervise safety controls.

(2) **Safety Week.** I want every commander to utilize the installation's Safety Office and determine if your safety program is viable. The Fort Knox Safety Stand-down Week is 22-26 May. I expect total concentration from all Fort Knox units making Safety Week a worthwhile event.

(3) **Risk Management.** Examine the systems involved in each unit's risk management process. Create leaders who inherently conduct a risk assessment for all training, every day. Explore new systems that address and assess unusual conditions such as seasonal and weather changes, currency of specialty instructors, combat lifesavers, drivers, and operators. Review the risk assessment daily. It is priority that leaders at any level may terminate training, without threat of second-guessing, when they perceive potential injury to soldiers. Risk assessment is a continuous process, updated as conditions change. The goal is to mitigate the risk. Risk assessment can validate or invalidate a training event. Never take a unit's daily activity for granted.

(4) **Centralize the authority; decentralize responsibility.** Anyone (i.e., commander, supervisor, leader, or soldier) can step in and issue a cease work order on training if unsafe.

(5) **Heat and cold injury prevention** should continue to be a priority, especially for soldiers not acclimated to Fort Knox. Forced hydration is IAW fluid replacement guidelines.

(6) **Every leader should carry heat injury prevention winter/summer cards** when training. The forms are: GTA 8-5-50, for heat injuries and GTA 8-6-12, for cold injuries.

(7) **Vehicle accidents kill more soldiers than any other cause, Army wide.** Commanders should review the selection, training and licensing of vehicle operators. Ensure driver training is conducted at battalion level.

(8) **Speed limits for military vehicles are posted.** Vehicles will not exceed limits at any time for any reason. The speed limit when passing troops is 10 MPH.

(9) **The USAARMC Plan No. 1-96 (Fort Knox Weather Support Plan, 14 Mar 97)** outlines procedures for all Fort Knox units. The Post Weather Station (PWS) will notify G3/DPTM/SDO and Range Control of impending severe weather (tornadoes, severe thunderstorms, heavy rain/snow (2+ inches in 12 hours or less) or freezing precipitation). The G3/DPTM will notify all other post agencies. Range Control will notify all units on ranges of impending severe weather. For risk assessment the PWS will provide weather support/information upon request.

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(10) All motorcycle operators will attend the Fort Knox Motorcycle Class. No motorcycle operators can operate a motorcycle on post until they complete the required training.

7. **Tenant Units:** Tenant units assigned to Fort Knox enjoy the same training opportunities and support as equal partners. Tenant units support the community and POIs as outlined in the appropriate memorandums of agreement. Fort Knox ensures combat readiness and deployability by providing the appropriate resources to meet all mission essential tasks. While the U.S. Army Medical Department Activity (MEDDAC) and the U.S. Army Dental Activity (DENTAC) provide superior support to the soldiers, community, and retirees of the region, MEDDAC and DENTAC can expect full use of the appropriate resources to ensure maintenance of combat readiness. Also, all other tenant units will meet all requirements of USAARMC.

8. **Conclusion:** Training is the cornerstone of our Army's success. I expect all the installation's commanders and staff to focus on training, leader development and those activities that enhance training. We will continue to showcase Fort Knox as the Army's most efficient and best training and simulation site in TRADOC.

FORGE THE THUNDERBOLT AND STRIKE FIRST!



B. B. BELL
Major General, USA
Commanding

APPENDICES:

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DISTRIBUTION:

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Appendix A (Master Training and Activities Calendar) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

1. The Fort Knox Master Training and Activities Calendar (MTAC) is accessed under the G3/DPTM web site (Knox-www.army.mil/center/g3/specialp.htm).
2. The Commanding General is the approving authority for the conduct of training on National Holidays and Training Holidays. Normal POI training in OSUT/BT typically trains on holidays. Approval for this training on holidays is approved.
 - a. The command 4-day training holidays are:

(1)	24-27 Dec 99	Christmas
(2)	31 Dec 99 - 3 Jan 00	New Year's
(3)	18-21 Feb 00	Presidents Day
(4)	26-29 May 00	Memorial Day
(5)	1-4 Jul 00	Independence Day
 - b. The Christmas half-day schedule is 20 Dec 99 through 3 Jan 00.
3. The point of contact (POC) for this calendar is G3/DPTM Operations and Training Division. All additions/deletions from the MTAC will be coordinated through the unit POCs listed on the MTAC. Unit POCs will submit additions/deletions to the G3/DPTM POC NLT the 15th of each month.

Appendix B (Fiscal Year 2000 USAARMC Course Priority List) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

1. This appendix lists the USAARMC Course Priority List for FY 00.
2. The proponent for this listing is the Director, Armor School and is published yearly.

<u>USAARMC PRIORITY</u>	<u>COURSE NUMBER</u>	<u>PHASE</u>	<u>COURSE TITLE</u>
1	2-17-C20		Armor Officer Basic
2	2-17-C22		Armor Officer Advanced
	2-17-C23	2	Armor Officer Advanced (RC)
3	020-1-19K30 (M1A1)		M1/M1A1 Abrams Armor Crewman BNCOC
4	19K10-OSUT		M1/M1A1 Abrams Armor Crewman
5	250-1-19D30		Cavalry Scout BNCOC
6	19D10-OSUT (M3)		M3 Bradley/CFV Cavalry Scout
7	020-19K40		Armor Crewman ANCOC
8	250-19D40		Cavalry Scout ANCOC
9	020-19K40 (F)	1	TATS Armor Crewman ANCOC
	020-19K40 (F)	2	TATS Armor Crewman ANCOC
10	750-BT		Basic Training
11	612-1-PLDC		Primary Leadership Development
12	020-19K10		M1/M1A1 Abrams Armor Crewman
13	250-19D10 (M3)		M3 Bradley/CFV Cavalry Scout
14	19K10 OSUT (ST)	1	M1 Abrams Armor Crewman
	19K10 OSUT (ST)	2	M1 Abrams Armor Crewman
15	19D10 OSUT (M3) (ST)	1	M3 Bradley/CFV Cavalry Scout
	19K10 OSUT (M3) (ST)	2	M3 Bradley/CFV Cavalry Scout
16	611-63E30		M1 Abrams Tank System Mechanic BNCOC
17	643-45E10		M1A1 Abrams Tank Turret Mechanic
18	611-63E10		M1 Abrams Tank Systems Mechanic
19	611-63T30		Bradley Fighting Vehicle Systems Mechanic
20	643-45T10		Bradley Fighting Vehicle Systems Turret Mechanic
21	611-63T10		M2/3 Bradley Fighting Vehicle System Mechanic
22	020-1812 (OS)		M1A1 Armor Crewman (USMC)
23	611-2146 (OS)		M1A1 Tank System Mechanic (USMC)
24	2E-S13M/020-19K2/3/4 (T)		M1A1 Tank Commander Certification
25	020-ASIK4		M1A2 Armor Crewman
26	643-ASIK4 (45E/63E)		M1A2 Tank Operations and Maintenance
27	2E-SI3J/020-ASIK4		M1A2 Tank Certification
28	020-ASIA8		M1/M1A1 Abrams Master Gunner
29	020-ASIK8 (T)		M1A2 Master Gunner (Transition)
30	2G-F24		Armor Pre-Command Course
31	2E-F137/521-F2		Scout Platoon Leader
32	2E-FOA-F134		Cavalry Leader
33	611-ASIH8 (63T)		Track Vehicle Recovery Specialist (63T)
34	611-ASIH8		Track Vehicle Recovery Specialist (63E)
35	020-F13		Unit Conduct of Fire Trainer Senior I/O
36	8A-F23		Senior Officer Logistic Management
37	000-MMT		USMA Mounted Maneuver Training
38	751-BCT-ROTC		USA ROTC Basic Camp
39			Kentucky Challenge

Appendix C (Quality of Life) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

1. The objectives of the Fort Knox Quality of Life Program are:
 - a. Provide and maintain a community that ensures uncompromising dedication to all soldiers and families on Fort Knox.
 - b. Maximize the spiritual and physical health and wellness of the Fort Knox community to improve quality of life.
 - c. Make Fort Knox recreation and leisure activities a customer "priority" by providing quality services and facilities.
 - d. Provide quality services related to accident and crime prevention and safety program guidance.
2. The Garrison Commander will determine the appropriate measures of these objectives and the objectives he determines important to quality of life on Fort Knox.

**Appendix D (Fort Knox Training Objectives) to Annual Command Training Guidance (ACTG),
Fiscal Year 2000**

- Train 100 percent ATRRS load to standard.
- Develop the how to fight doctrine for the armored force.
- Provide world-class training facilities.
- Develop organizational requirements for the armored force.
- Provide current ranges that can support conditions to accomplish training tasks.
- Be prepared to execute a major mobilization mission.
- Assess and validate the program of instruction (POIs).
- Integrate MUCT site into selected POI courses.
- Integrate equipment modernization into all courses.
- Implement Sergeant's Training Time IAW Commanding General's guidance.
- Provide state-of-the-art equipment to all courses.
- Develop a systematic feedback loop to reach students, trainers, commanders and the entire force.
- The Armor School, in conjunction with the Mounted Maneuver Battlespace Lab (MMBL), will develop training for soldiers in the medium weight brigades.
- Provide an Army system to ensure the best trainers available are training the armored force.
- Ensure every civilian receives formal training annually.
- Ensure all instruction (POI) applies to AC/RC (Total Army).
- Maintain training courses at required strength to train ATRRS.
- Leverage technology to reduce length of resident training.
- Motivate students to excel.

Appendix E (Command Training Management) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

1. Purpose. This appendix provides guidance, standards, procedures, and requirements for training management. This appendix provides supplemental guidance IAW Fort Knox Reg 350-1.

2. General. Training assets and resources are managed IAW established doctrine outlined in FM 25-100, Training the Force and FM 25-101, Battle Focused Training. The procedures listed below will serve as a framework for how that doctrine applies to installation training management at the U.S. Army Armor Center.

a. Installation Annual Command Training Guidance (ACTG). The ACTG is published annually in Feb, for the next fiscal year. It includes training guidance and a long-range training calendar IAW the Commanding General's directives. The ACTG provides training direction and emphasis for the upcoming year.

b. Installation Master Training and Activities Calendar (MTAC). The MTAC addresses known or assumed training activities for 6 training quarters and is published semiannually (Sep and Mar). G3/DPTM Operations and Training Division publishes monthly calendar updates on the G3/DPTM web site (Knox-www.army.mil/center/g3/onthmpg.htm). These calendar updates use the MTAC as a base document and provide updated information focusing on the upcoming 18 months.

c. Quarterly Training Briefs. Schedule QTB with sufficient time for subordinate commanders to absorb and digest quarterly updates and guidance. QTB windows occur on the following timeline: 1st quarter QTB NLT 1 Sep, 2d quarter QTB NLT 1 Dec, 3d quarter QTB NLT 1 Mar, and 4th quarter QTB NLT 1 Jun. Scheduling allowances are considered because of training dynamics. The QTB is scheduled by G3/DPTM. Specific information for the conduct of the QTB is contained in Fort Knox Reg 350-1. The 16th Cavalry Regiment, 1st Armor Training Brigade, U.S. Army Noncommissioned Officer Academy, and Garrison will conduct a QTB. Directorate training briefs are conducted semiannually.

d. Quarterly G3/S3 conferences. G3/S3 conferences are the culmination of the annual and quarterly calendar update process. A week-by-week review of the next fiscal year is conducted at the Mar meeting and a week-by-week review of the next 2 quarters at the Jun, Sep, and Dec meetings.

e. Weekly Training Highlights. Includes a summary of key training events. Major subordinate commands (MSCs) provide input NLT Wednesday each week to G3/DPTM Operations and Training Division who consolidates results for distribution to the command group. Highlights are intended to be a quick reference guide to training for planning visits to training events.

Appendix F (Ceremonies) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

1. Fort Knox conducts ceremonies annually for many occasions. The most common ceremonies are memorials, retirements, changes of command, ribbon cutting, and general recognition. Units will conduct all ceremonies IAW FM 22-5.
2. Appoint a dedicated project officer (commissioned or NCO) to carry the event through completion. The project officer receives guidance from the commander/director before initial coordination.
3. The project officer should establish a timetable to ensure coordination is completed. Staff MOI and distribute with the G3/Dir, DPTM's signature to allow tasking prior to the 12-week lock-in.
4. Proper sequence of coordination is the key to good staff work by the project officer:
 - a. Before selecting the date/time of the event, review the MTAC.
 - b. Do not schedule an event that includes the participation of the Commanding General, Deputy Commanding General, or Chief of Staff until the request has been inserted on that command group officer's calendar.
 - c. Verify the availability of the Dragoons Band through G3/DPTM Operations before date/time selection.
 - d. Confirm the availability of ceremony location.
 - e. Do not mail invitations until key issues are resolved.
 - f. Coordinate with Protocol for proper seating arrangements.
 - g. Ensure the MOI indicates date for grass cutting before the rehearsal.
 - h. Ensure the MOI requests sound equipment, bleachers, chairs, flags, and traffic control if required.
 - i. Conduct at least one full dress rehearsal.
 - j. Ensure commanders/directors are scheduled to brief the Commanding General NLT one day before the event if they are part of the event.
 - k. Approve sequence of events before the rehearsal. Visit the Operations Branch in Room 124, Bldg. No. 1002 before conducting other coordination.
 - l. Conduct AAR after all rehearsals and ceremonies that include soldiers.

Appendix F (Ceremonies) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

5. Coincide ceremonies; i.e., change of command or awards ceremonies with seasons of the year. Summer ceremonies occur in the early morning (cooler) hours and conversely in the later (warmer) hours in the winter months.
6. Coordinate ceremonies that are memorial in nature directly with Operations Branch, Operations and Training Division, G3/DPTM, to ensure proper sequencing and appropriateness. The G3/DPTM is the approving authority for all post-level and general officer ceremonies.
7. Consider other factors depending on type and location of an event. It is extremely beneficial for project officer to visit the Operations Branch early in preparation. They will assist in sequence, formations, narrative, and rehearsals.

CEREMONY COORDINATION TIMELINE

D-16 Week	Receive initial guidance from commander/director to include guest list Calendar Commanding General Request Dragoons Band
D-15 Week	Lock in VIP calendars Coordinate resources Prepare MOI
D-14 Week	Provide MOI to G3/DPTM for signature Conduct in-process reviews Prepare internal taskings
D-2 Day	Rehearsals
D-Day	Execute

8. POC for FY 00 ceremonies is the Chief, Operations Branch, 4-3391 or NCOIC, Operations Branch, 4-6111, Operations and Training Division, G3/DPTM.

Appendix G (Training Safety (Force Protection)) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

1. Force Protection. All units/commanders at every level will consider what level of force protection is required when planning training events or garrison activities.
2. Accident Reporting. Report and investigate all accidents. DA Form 285-AB-R is required for all lost time of more than 24 hours or \$2,000 of government property damage. Report all on-duty fatalities or accidents injuring more than five individuals through the chain of command and to the Military Police (911). Reference AR 385-40.
3. Hazardous Chemicals. Provide training to all personnel handling hazardous chemicals; include instruction on the Material Safety Data Sheets.
4. Heat and Cold Injury Prevention. Constantly monitor soldiers' physical condition and provide water and rest periods. Plan heat injury prevention training early in the spring and cold weather training in the fall.
5. Hexachloroethane (HC) Smoke. Ensure soldiers don masks anytime exposed to HC smoke. Plan operations to minimize soldiers' exposure to any training smoke.
6. Physical Training. Ensure runners use approved roadways and reflective apparel during physical training. Plan physical training routes to avoid high vehicle traffic areas. Maintain positive control of stragglers.
7. Pyrotechnic Simulators. Ensure only competent soldiers handle pyrotechnic simulators. Report all unexploded ordnance to Range Division.
8. Risk Management. Ensure risk management is applied to all operations and training.
9. Sports. Instill a safety-conscious attitude in all participants. Ensure soldiers follow the rules and are in good physical condition before participating in competitive sports.
10. Storms. Stay alert for lightning, tornado, and high winds by monitoring transmissions from the weather detachment. Plan and practice evacuation to the safest area whenever a storm approaches.
11. Tent Stoves and Immersion Heaters. Use only standard issue space heaters. Limit use to licensed operators.
12. Vehicle Operation. Emphasize quality training for vehicle operators. Reference AR 385-55.

Appendix G (Training Safety (Force Protection)) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

13. Water Training. Provide personal flotation devices for water operations. Reference AR 385-15.

14. Weapons Handling. Ensure weapons are properly maintained and soldiers are familiarized with weapons (-10 series technical manuals). Reference AR 385-63 and AR 385-64.

Appendix H (New Equipment Fielding for Fiscal Year 2000) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

<u>EQUIPMENT</u>	<u>PROJECTED FIELDING DATE</u>	<u>UNIT</u>
Generator Set 2KW (Z31804)	1st Qtr, FY 00	16th Cav Regt
Night Vision Scope AN/PVS-10 (Z12132)	1st Qtr, FY 00	HQ and LEC
M240B Machine Gun (Z60854)	1st Qtr, FY 00	3/81 AR
Javelin System	2d Qtr, FY 00	1ATB
MG Mount MK93 MOD1 (M12647)	FY 00	16th Cav Regt/ 3/81 AR
Hercules	FY 00	1ATB

**Appendix I (Sergeant's Training Time) to Annual Command Training Guidance (ACTG),
Fiscal Year 2000**

- 1. Purpose.** Sergeant's Training Time (STT) is dedicated exclusively for the NCO leadership to training their soldiers (crews, squads, sections, and teams) on METL related tasks. Our training doctrine in Field Manuals (FMs) 25-100, 15 Nov 88, Training the Force, and 25-101, 30 Sep 90, Battle Focused Training provides the blueprint. Sergeant's Training Time fulfills our obligation to provide our NCOs with resources and the authority to bring these manuals to life and develop the trust between leader and led that is so critical to success in combat. The entire command will support this training by scheduling 5 hours of STT each week, unless otherwise directed by the first colonel in the chain of command. The first colonel level commander in the chain of command or the Commandant, U.S. Army Noncommissioned Officer Academy may authorize units to conduct this training on different days, times and/or less frequently to protect unit's mission. This is critical when considering the diverse missions of the staffs, MSCs, and organizations of the installation.
- 2. The following guidelines are established for implementation.**
 - a. Use FM 25-100, FM 25-101, and Thunderbolt Six Policy Memo as the blueprints.**
 - b. Commanders will provide resources for support.**
- 3. Sergeant's Training Time is driven by the unit's battle focused METL analysis and the collective to individual task linkage (integration) described in FM 25-101. Commanders will provide battle focused METL to supplement the unit training support METL in the quarterly training guidance. Using this guidance, commanders will conduct their training assessment and prescribe what soldier tasks or squad and platoon collective training they want to conduct during STT. Unit commanders will approve the training NLT 4 weeks prior to execution.**
- 4. Our goal is that 100 percent of available soldiers attend STT.**
 - a. Common Tasks Test (CTT) tasks that are METL related can be trained during STT.**
 - b. Routine maintenance should not occur during STT. Battalion/squadron commanders may authorize the conduct of services and/or work to bring vehicles from a deadline status.**
 - c. The trainer will conduct an after action review (AAR) with the soldiers the last 30 minutes of the allotted 5 hours of training.**
 - d. The senior NCO of low-density Military Occupational Specialties (MOSs) may conduct training for other soldiers holding that MOS even if they don't supervise the soldiers directly.**

**Appendix I (Sergeant's Training Time) to Annual Command Training Guidance (ACTG),
Fiscal Year 2000**

e. All preparation for the training is completed prior to the beginning of the scheduled training. Units will allocate time on their training schedules for the preparation and rehearsal of classes (recommend that 2 hours of preparation/rehearsal be scheduled for each hour of training).

5. In combat, it will be our first line leaders who will provide the quiet confidence that ensures steady and precise execution by our soldiers. Sergeant's Training Time is our best opportunity to build that leadership.

Appendix J (Quarterly Training Brief) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

1. **Purpose.** This appendix provides general guidance for the conduct of Quarterly Training Briefs (QTBs). Specific slide information is contained in Fort Knox Reg 350-1 (Appendix A).
2. **Reference.** FM 25-101, Chapter 3.
3. **General.** The QTBs will be scheduled each quarter and focus on training assessment and assessment planning. The QTBs will provide the Commanding General and the command group an update on subordinate command's current training status; ensure the Commanding General's training direction is being adhered to; and chart the subordinate command's training endeavors for the next 13 weeks. The QTBs provide the critical link and forum where the Commanding General/command group forge a binding training contract. This contract establishes priorities, ensures unity of effort, and synchronizes actions to achieve quality training and efficient resourcing.
 - a. The QTBs will be scheduled every quarter for the following units: 1st Armor Training Brigade, 16th Cavalry Regiment, NCO Academy, Garrison Command (Headquarters and Law Enforcement Command), Directorate of Training and Doctrine Development, and Directorate of Force Development.
 - b. The QTBs will not be scheduled earlier than 2 to 3 weeks after receipt of the MTAC and ACTG. The QTB windows occur on the following timelines: 1st quarter QTB NLT 1 Sep; 2d quarter QTB NLT 1 Dec; 3d quarter QTB NLT 1 Mar; 4th quarter QTB NLT 1 Jun. Garrison's quarterly performance review (QPR) will be held after all units have given their respective QTBs between week 6 and 8 after previous quarter ends.
 - c. The QTBs will be planned for 2 hours and will last no longer than 2 ½ hours.
 - d. The MSC commander should be present at the QTB. When possible, QTBs will not conflict with the Commanding General's schedule. If this is not possible, the QTB will instead be scheduled with the Deputy Commanding General or the USAARMC Chief of Staff.
 - e. Read-ahead slides of QTB will be provided to primary staff NLT 48 hours before the QTB.
 - f. The G3/DPTM (Operations and Training Division) will monitor QTBs for command tasks. Status of action from prior QTB will be shown at the beginning of all QTBs

Appendix K (Tasking Procedures) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

1. Tasking Procedures. This appendix outlines general responsibilities for tasking. Fort Knox Regulation 350-1 provides specific tasking information.

a. Written requests for support should be received at least 90 days before support is required. This allows tasked commander to receive 12 weeks notification in order to plan unit training schedules IAW FM 25-100. Requests that do not allow 90-day lead-time are considered "late" taskings and compete for limited resources and may not be supported. Also, this lead-time provides an adequate period to prepare the deploying individual(s). However, emergencies and/or crises may dictate short notice taskings.

b. Other than those directed by TRADOC, "late" taskings/requests for support will require an attached memorandum of lateness. This memorandum will explain the justification of this request in terms of importance to a mission directed by Commander, USAARMC and Fort Knox, TRADOC, or DA, and/or the loss resources by Fort Knox's denial of this support. This memorandum will be signed by the first O-5 within unit/activity. Short notice requests will be reviewed for validity and will be considered candidates for nonsupport. (Non-DOD organizations are exempt from the signatory requirement but are subject to the same scrutiny for nonsupport.) The only military requests exempt from this scrutiny are:

- (1) Reports of Survey from Fort Knox Partners in Excellence.
- (2) 15-6 Investigations
- (3) Casualty assistance and funeral detail requests
- (4) Protocol requests for escorts and drivers

c. Requesting activities will ensure support requirements are the absolute minimum and are validated before submitting to USAARMC G3/DPTM.

d. All support requests must contain the following information:

- (1) Name and location of requesting source, and UIC or postal address (if a non-DOD organization)
- (2) Report date/time and release date of tasking/support for request
- (3) Location of tasking/support for request
- (4) Minimum number of personnel required

Appendix K (Tasking Procedures) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

- (5) MOS or specialty and grades of personnel, if required
- (6) Special qualifications (e.g., gender, language, proficiency, training, experience)
- (7) Level of security clearance, if required
- (8) Equipment required. Requesters will address each type by nomenclature and numbers needed by separate lines.
- (9) Justification for request to include specifying the mission of the soldier(s) to be tasked
- (10) Fund cite or POC telephone number and e-mail address for funding
- (11) POC's e-mail address and telephone number for additional information
- (12) Indicate type of orders that will be used for the support (TDY, DA Form 1610 or TCS, format 401)
- (13) Special instructions. Include information on any special pre-deployment training requirements, quarters and rations arrangement, uniforms and equipment needed, transportation arrangements (including rental car authorization and OCONUS group travel arrangements), medical requirements, passport and country clearance requirements, and arrangements made for expeditious processing of passports, visas, and country clearances. Also include any other information that will enable the soldier(s) to complete the TDY/TCS orders and make travel and personal arrangements.

e. USAARMC taskings may be transmitted to subordinate installations/activities by telephone but will be followed up in hard copy (e.g., e-mail, electronic message, or memorandum) within 72 hours. Units/activities are required to act on telephonic notification when the tasking has a reporting date of 30 days or less.

f. Normally, requests for relief from the tasking must be received via e-mail in memo form within 14 working days of the date of the tasking document, or by the suspense date of the tasking if earlier than 14 working days. Requests for relief must include detailed strength information such as authorized and assigned strengths, and information relating to mission explaining why the tasking cannot be filled. Identify soldiers to fill the tasking at the same time the request for relief is sent. This ensures the soldier receives timely notification if the request for relief is not approved. Unless specifically stated, taskings may be filled with soldiers one grade higher or one grade lower than the grade indicated. Requests for relief must include strength and mission regarding these grades.

Appendix K (Tasking Procedures) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

2. All Army experimentation (Advanced Concept Technology Demonstrations, Advanced Warfighting Experiments, Battle Lab Experiments, and Concept Experimentation Program Experiments) and DA Five-Year Test Program (Operational and Developmental Tests and Force Development Test and Experimentation (FDTE) Tests) tasking requests for manpower, equipment support, and/or installation support will be coordinated through Headquarters TRADOC (ATCD-RP).

Appendix L (Information Assurance (IA) Program) to Annual Command Training Guidance (ACTG), Fiscal Year 2000

- 1. Purpose. Provide Fort Knox policy of compliance with all laws and regulations governing the Information Systems Security/Information Assurance (ISS/IA) Program. This program requires our full attention to ensure that our computer network is protected and that the information on our network is not changed or contaminated.**
- 2. The Computer Security Act of 1987 requires the establishment of a computer security program for all "Federal computer systems." The term "Federal" applies to all computer systems operated by a Federal agency or by a contractor of a Federal agency or any organization/activity that processes information on behalf of the Federal Government.**
- 3. All Fort Knox units will appoint an individual in their organization to serve as the Information System Security Officer (ISSO) and be responsible for implementing ISS/IA requirements and responding to the installation's Information System Security Manager. Before any system is placed in use or individuals allowed access, the following actions must be completed:**
 - a. The system must be accredited in accordance with applicable regulation.**
 - b. The equipment must be engraved to protect from theft.**
 - c. Current anti-virus software must be loaded and continuously running.**
 - d. DoD warning banner must be installed.**
 - e. Each user must have appropriate level of investigation, be issued ID and password, and receive an initial briefing concerning their security responsibilities.**
- 4. Individuals assigned the duties and responsibilities as ISSO, systems administrator (SA), or network manager (NM) will be trained and certified. ISSO certification will consist of completion of the Information System Security Officer Computer Based Training Course and the three DISA training CD ROMs (INFOSEC Awareness, OISS Volume 1 and OISS Volume II), or the Information Systems Security Officer Certification Course.**
- 5. The Director of Information Management is the Information System Security Manager (ISSM) for Fort Knox and is responsible for the ISS/IA program. His staff will conduct audits/reviews of systems to ensure provisions of paragraph 2 above are being implemented and comply with law and regulation. These reviews will be coordinated with organization ISSOs.**